



OPERATIONS AND POLICY ANALYST 2

0871

GENERAL DESCRIPTION OF CLASS

The OPERATIONS AND POLICY ANALYST 2 evaluates organizational systems for effectiveness, and plans or designs improvements in operations. Employees support agency operations by researching and giving objective information to management on which to base policy and operational decisions. The Operations and Policy Analyst brings into effect change through the project management. They also track the legislative process and develop administrative procedures or rules and to implement legislation.

DISTINGUISHING FEATURES

This is the second of a four-level professional series. Employees interpret complex regulations, and adapt or design new policies and procedures. At this level, the employee cannot easily analyze problems due to variations in the administrative processes. Work affects the primary operations and programs at different organizational levels or geographical locations within the agency.

Two primary factors distinguish the work of the Operations and Policy Analyst 2 from the lower level: 1) The need to adapt existing methods and policies to effectively do the work, rather than applying accepted methods; AND 2) The work affects various levels or geographical locations within the agency, rather than individual work units within an operating division or program.

The Operations and Policy Analyst 2 is distinguished from the next higher level by the limited range of analytical methods, and the increased level of available guidance. The Operations and Policy Analyst 3 requires analysis of interrelated issues of substantive mission-oriented programs; and work affects programs throughout an agency, or a regional structure of equivalent scope. These features further distinguish the two levels.

DUTIES AND RESPONSIBILITIES

The duties listed are characteristic of the type and level of work associated with this classification. Individual positions may do all or some combination of the duties listed as well as other related duties.

1. Program Analysis

Evaluate program operations and services; recommend and plan actions to bring about compliance with regulations and program goals. Collaborate with managers across agency levels to formulate long-range objectives, short-term operational goals and implementation plans. Assist agency management by monitoring and tracking program and operational data; participate on committees to gather information or plan studies to evaluate performance data; recommend refinement and development of operating procedures based on results of study.

Facilitate the development of agency performance measures; integrate performance measures and their use into business processes; test, audit and validate system improvements to implement performance measures. Track and monitor operational results from measurements. Train staff on methods of developing performance measures and the collection and use of performance data. Lead research studies that evaluate agency compliance with state and federal performance measurements; prepare findings and recommend actions to agency managers; recommend training based on performance measures and new regulations.

2. System Improvement

Consult with or facilitate discussions with agency staff and managers about system efficiency or operational needs. Collaborate with information system staff, program staff and outside contractors to evaluate existing systems and plan enhancements. Analyze operational processes, goals and objectives; identify data requirements; design system enhancements or system specifications based on evaluation. Study the feasibility and compare the costs and benefits of modifying information systems; recommend acceptance of new system developments, or enhancements to existing systems. Design and implement recovery procedures for programming and processing errors. Create or update system change documentation. Coordinate data access for agency programs; solve confidential access problems; recommend methods to control access. Develop and maintain operational manuals. Train staff in use of new programs.

3. Legislative and Policy Analysis

Evaluate court decisions and statute; recommend or develop changes in policy or procedures. Recommend need for and write language for changes to administrative rules; facilitate the rule making process. Lead, plan and coordinate research projects; summarize findings and recommendations; develop policy options. Identify legislative and executive intent through research; write policies and procedures to support research findings. Lead and coordinate studies to establish economic impact of policy decisions; evaluate the benefits and consequences of different policy strategies. Write issue papers on research findings; review other staff reports and write combined report that outlines issues and impact to agency programs; recommend policy changes based on evaluation. Interpret and explain regulations, policies and procedures to agency staff; guide others in the correct application of agency administrative rules and policy.

Represent the agency before legislative committees and other public organizations by explaining agency policies and procedures. Review and analyze bills introduced during legislative session; evaluate impact to programs and operations. Write background materials to support agency testimony. Evaluate impact of potential or existing federal legislation; write report of agency position on federal legislation. Work with program managers to coordinate and propose needed legislation or administrative rules.

4. Administrative Services

Evaluate forms and record systems to make certain they comply with program intent and regulations; identify deficiencies; decide content of forms; design or work with graphic designers to draft operational forms. Coordinate and manage record and file systems; coordinate, inventory and schedule transfer and destruction of agency records; identify and analyze records to make certain record is preserved. Respond to complaints or requests for information from program recipients, the public or legislative committee members. Coordinate with contract experts to prepare contracts and agreements; monitor contract progress and compliance. Coordinate agendas and lead commission or board meetings; execute decisions and directives resulting from meeting. Prepare operational reports and technical data summaries. Prepare budget requests, projecting resource needs and revenue; support and explain budget reports. Authorize payments of bills and reimbursements. Research, write and submit proposals for grants to augment agency funding. Evaluate administrative rules and draft revisions or new rules based on statute or changes in legislation. Review and revise administrative rule, policy and procedure manuals.

5. Project Management

Plan operational improvement projects; identify project scope, required training and resources. Recommend project budget and spending plan. Identify potential risks and difficulties, and design strategies to mitigate or avoid them. Collaborate with stakeholders and follow contracting guidelines to develop contractor statement of work; obtain bids from contractors.

Manage project steps to cause participation of project team members and other stakeholders. Monitor and track project budget, schedule and performance. Coordinate project activities with internal units. Administer project contracts; monitor and evaluate contractor performance. Recommend changes to project plan in response to unforeseen changes or unexpected results. Obtain approvals to proposed changes in project scope, quality, budget, or schedule. Verify quality of project deliverables.

RELATIONSHIP WITH OTHERS

The Operations and Policy Analyst 2 has regular contact in person, by telephone and through written correspondence with staff members from different organizational levels to manage projects, gather and verify information, and explain policy and processes. They have similar contact with middle and executive managers to plan projects, recommend policy or present findings of research. Employees also have regular contact by telephone or through written documents with staff from other state agencies, public jurisdictions and the public to explain internal processes, policy and procedures, or give information. They have in-frequent contact with legislative committee members to explain agency processes or give information.

SUPERVISION RECEIVED

Guidelines consist of general administrative policies and management and organizational theories, which require considerable adaptation or interpretation to apply them to issues and problems. The supervisor reviews completed projects, reports or recommendations for compatibility with organizational goals, guidelines and effectiveness in achieving the intended objectives. Agency members outside the immediate work unit, whose programs and employees would be affected by implementation of recommendations also critically review completed work.

KNOWLEDGE AND SKILLS (KS)**General knowledge of:**

Business and management principles involved in strategic planning, resource allocation, leadership technique, production methods and coordination of people.
Organizational theory and techniques of organizational analysis and evaluation.
Practices and procedures of administrative systems typical to complex organizations.
Statistical methods and the application to organizational analysis.
Computer systems and software typical to the analysis and reporting of business data.
Administrative procedures and systems such as record keeping and managing filing systems, design and use of business forms and office terminology.
Techniques and methods of disseminating communication within an organization.
Structure and content of the English language including the meaning and spelling of words, rules of composition and grammar.

Basic knowledge of:

Principles, methods and standards of project management.
Methods and techniques of the analysis and reporting of financial data.
Qualitative and quantitative techniques for analyzing and measuring the effectiveness, efficiency and productivity of administrative and technical programs.

Skill to:

Apply fact-finding and work measurement techniques to organizational systems.
Identify measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.
Monitor or assess performance of other individuals or organizational systems to make improvements or take corrective action.
Analyze business needs and product requirements to create or design a system.
Determine how a system should work and how changes in conditions, operations and the environment will affect the outcomes.
Identify complex problems and review related information to develop and evaluate options and implement solutions.
Determine how money will be spent to get the work done and account for those expenditures.
Develop specific goals and plans to prioritize, organize, and accomplish work.
Use relevant information and individual judgment to determine whether events or processes comply with laws, regulations or standards.
Develop, design, or create new applications, ideas, relationships, systems, or products.
Use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Use mathematics to solve business problems.
Give full attention to what other people are saying, take time to understand the points being made, ask appropriate questions, and not interrupt at inappropriate times.
Talk to others to effectively convey information.
Communicate effectively in writing as appropriate for the needs of the audience.
Understand the implications of new information for both current and future problem-solving and decision-making.
Monitor and review information from materials, events, or the environment, to detect or assess problems.
Develop constructive and cooperative working relationships with others, and maintain them over time.

Encourage and build mutual trust, respect and cooperation among team members.
Translate or explain what information means and how it can be used.
Establish long-range objectives and specify the strategies and actions to achieve them.
Use computers and computer systems to set up functions, enter or compile data or process information.
Apply general rules to specific problems to produce answers that make sense.
Combine pieces of information to form general rules or conclusions including finding a relationship among seemingly unrelated events.

NOTE: The KNOWLEDGE and SKILLS are required for initial consideration. Some duties performed by positions in this class may require different KS's. No attempt is made to describe every KS required for **all** positions in this class. Additional KS requirements will be explained on the recruiting announcement.

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Revised

STATE OF OREGON
Dept. of Administrative Services
Human Resource Services Division